

U.S. Army
Materiel
Command

July 2001



the Strategic Plan



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it's about

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transformation

The global economy and increasingly complex technology developments provide the U.S. Army Materiel Command the opportunity for greater capabilities to support the Army Transformation with more effective information management, executive decision systems, and enabling technologies. As our Army adapts to a changing world and undergoes major modifications in force structure and doctrine, the successful transformation of today's Legacy Force to the Objective Force of tomorrow rests on the U.S. Army Materiel Command's ability to provide key technologies, acquisition expertise, and logistics sustainment as we lead the Combat Support/Combat Service Support (CS/CSS) Transformation. Critical to this effort is an organizational and philosophical transformation within the U.S. Army Materiel Command that re-energizes and reformulates us into a readiness structure as the Army's single logistics provider. This command will have one mission: Develop, acquire, equip, and sustain dominant land force capability to defend the United States and its allies.

As we provide logistics overmatch during this transformation we must continue to focus on providing the Army with over-matching technology and information superiority. AMC must continue to restructure the command to enhance our support to the warfighter. Finally, we must care for and protect our most valuable resource, our people. We must continue to recruit, retain and develop a superior workforce that will assist in revolutionizing the projection and sustainment processes critical to implementing and ultimately realizing the successful execution of the Army Vision.

To guide our efforts, this Strategic Plan outlines the challenges and spells out the goals for the U.S. Army Materiel Command and all of its subordinate elements. While the action plan requires development and execution of specific tasks in support of the overarching command objectives, it is a fluid strategy for success that recognizes the need for potential alternatives and allows for adaptation during the execution years.

Your development of supporting strategic plans and subsequent support of refinements and required actions will shape the future of our command. Our focused efforts in the U.S. Army Materiel Command transformation are crucial to the U.S. forces' ability to defeat any adversary and control any situation across the full range of military operations — from high intensity conflict to peace keeping and humanitarian assistance operations.

the future it's about the future

While much of the public attention on Army Transformation has remained focused on the rapid acquisition of equipment to the field for a yet to be determined number of brigade combat teams, the transformation is much more. Army Transformation entails significant cultural, structural and process changes, in addition to the more publicized materiel changes. Combat Support/Combat Service Support (CS/CSS) Transformation, for example, is a manifestation of all of the logistics transformation changes. Initiatives such as transitioning to a Distribution Based Logistics System predicated on Velocity Management and Total Asset Visibility represent cultural changes of the first magnitude. The establishment of the Operations Support Command and the U.S. Army Materiel Command Field Support Centers (AFSC) represent major cultural and structural changes. Additionally, the implementation of Single Stock Fund (SSF) and National Maintenance Program (NMP) represent process changes, which when coupled with the adoption of new automation systems such as Global Combat Service Support - Army (GCSS-A), Wholesale Logistics Modernization (WLMP), and Movement Tracking System (MTS), provide the logistics foundation that enables the Army's Transformation. The three mandates of Logistics Transformation are:

- Enhanced Deployment
- Reduction of the logistics footprint in the combat zone
- Reduction of the total cost of logistics, without jeopardizing combat capability

The Army CS/CSS Transformation Action Plan (CTAP) provides the milestones and strategy for achieving these mandates. The CTAP is the Army logistic community's framework for meeting the Army Vision's deployment and sustainment goals while enabling the Army to provide responsive logistical support across the full spectrum of military operations. Fundamental to the fulfillment of CTAP Transformation goals is the creation of a single logistics provider for the Army. The U.S. Army Materiel Command (AMC) is that single provider of Army logistics. Publication and execution of this plan will enable the Army to:

- Substantially reduce and ultimately eliminate the inefficiencies created by outmoded logistics policies, concepts, doctrine, practices, organizational designs, automated systems and tools, communications capabilities, equipment, command and control regimes, technologies and acquisition practices;
- Provide support across the spectrum of military operations; and
- Optimize the warfighting processes of force preparedness, mobilization, deployment, sustainment, employment, redeployment and reconstitution.

The Army Materiel Command is the business center of the Army. It must operate in accordance with business principles not unlike the private sector. However, the nature of AMC's business, and its importance to the Army and to the soldiers who rely on AMC to ensure the readiness of the equipment in their hands, is made more urgent and



more complex because we do not have easily recognized barometers of effectiveness such as a measure of profitability or a business statement. The business processes of AMC must enable it to see inside the complex web of relationships, interdependencies, missions and capabilities and enable the Army Materiel Command to manage materiel readiness for the Army. No other command can do that for the Army!

In recent years, AMC has undergone traumatic changes dictated by downsizing directed from external sources. In general, AMC implemented these changes as less of the same. The changes that AMC is now embarking on are revolutionary rather than evolutionary. They affect all aspects of AMC's operations. Changes will require new skill sets from employees. All parts of AMC will become

more interdependent as AMC is integrated horizontally and vertically. AMC must capitalize on the synergism that is generated when an organization comes together and acts as a single integrated unit.

The purpose of the U.S. Army Materiel Command Strategic Plan is to provide the framework for transforming AMC into the single Army logistics provider, one integrated command. The AMC transformation provides the mechanism for development of the processes and structures that will integrate the customer and logistics throughout the Army (and all services), providing the Army (and the Joint Warfighter) the right equipment, at the right place, at the right time, and in the right quantity, across the full spectrum of military operations under both planned and unanticipated scenarios.

it's about defining



t a x o n o m y

Defining the Mission. The mission, which relates *what we do*, must be defined in clear, understandable terms. The mission of the subordinate elements of AMC must tell what they do and how they support the broader AMC Mission.

Defining the Vision. The vision is the *Commander's* vision. It must, in clear unmistakable terms, resonate with every member of the Command *what we want to become*.

Defining the Goals. The goals of an organization define the end state or the ends to which organizational efforts must be directed. The goals should be measurable.

Defining the Objectives. The Command Objectives must state in broad terms *what we must do to achieve the goals and vision*. At the Corporate level they must be azimuths. They are not *recipes for success*. The objectives must be clear enough to provide direction and broad enough to enable every subordinate element to craft objectives that are consonant with the corporate objectives. In turn,

every business unit in every Operating Command must have objectives for their respective mission area that are linked to the Corporate objectives of the MSC to which they are assigned. MSC objectives are, in turn, linked to the Corporate objectives of the Army Materiel Command.

Defining Business Process Integration. The most important role of the Corporate Headquarters is to provide the corporate business process integration. This function cannot be performed at any other level, above or below the Army Materiel Command headquarters. It requires a competent, energetic, confident staff which understands the Command's mission and understands execution at the operating level. In sum, it requires an ability to plan and execute. It requires insight and an ability to provide oversight. It requires an understanding of how the Command "fits together" when the diverse mission activities of the Operating Commands are integrated to provide a unified business process in support of the Army. This business integration will take two primary forms:

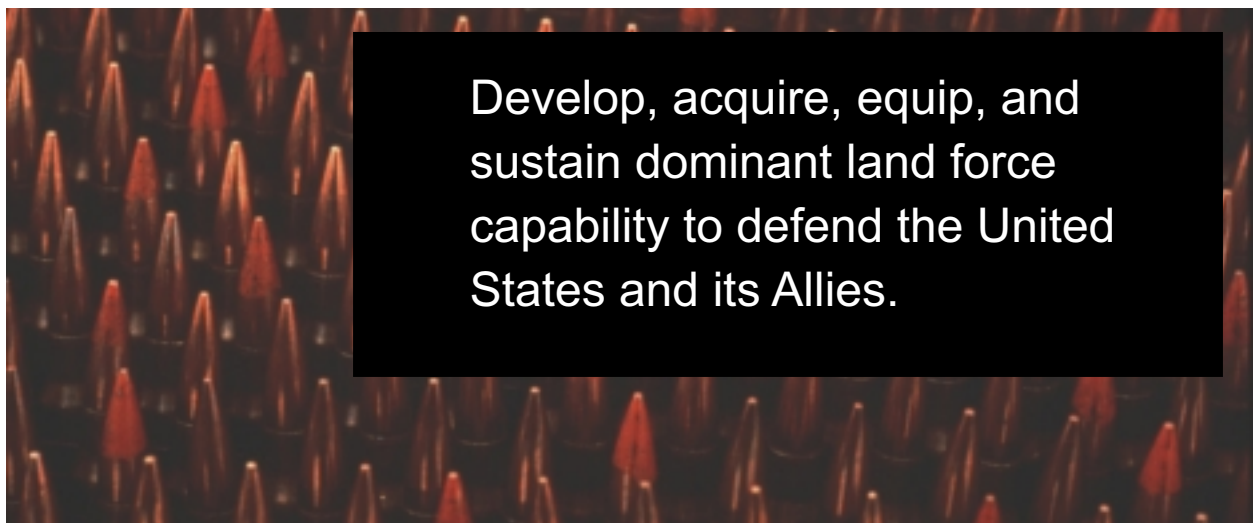
- Horizontal business process integration occurs within the Corporate Headquarters as the various functions are coordinated and integrated to provide a coherent, unified business process at the Corporate Headquarters level. The product is coordinated action plans by the corporate staff and/or decisions by the Commander. Horizontal integration also occurs between the Corporate Headquarters and the major commands of the Army, other services, Department of Defense agencies, and sometimes contractors.
- Vertical business process integration occurs with the Army Materiel Command Corporate Headquarters integrating actions and business processes with Department of the Army level staff elements and agencies. Vertical process integration also occurs within the command as we work to integrate the complex business operations of the major subordinate commands with the AMC corporate business processes. Vertical business process integration also consists of the individual functional staff activities such as Resource Management; Human Resource Management; Logistics

Management; Research and Development, Contracting and Acquisition Management; Information Technology Management; and the other Special and General Staff functions between the Operating Commands and the Corporate Headquarters.

Defining the Structure. Structure is an important part of the organizational development process. Although not addressed specifically in this plan, how we build our integrated business environment (supported and connected by the integrated data environment) to execute our mission will be an important element for future consideration.

Defining the Measures of Success. The Corporate Headquarters, consistent with the direction from the Commander — the Chief Executive Officer, must craft and manage the corporate measures of success. The information to support this effort must be generated as a natural by-product of the business of the Command; the information must be organized to provide an introspective, moving picture analysis of command business operations and must be understandable, digestible, and capable of being operationalized at every level.

A M C m i s s i o n



it's about vision

A M C vision

The Army's sole provider of materiel readiness... integrating technology, acquisition, materiel development, logistics power projection, and sustainment... across the spectrum of military operations...

An organization with a fully integrated business environment to achieve a unified effort focused on soldier support in the Army of the future.



A r m y v a l u e s

Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, Personal Courage

A M C v a l u e s

Values are the basis for our actions. They are ideals that we care about and consider important. Values are commitments to our stakeholders and ourselves. They are the guides for our relations with our teammates and partners. AMC's values are grounded in the Army Values. Our corporate values are:

e x c e l l e n c e

We value professionalism and excellence



i n n o v a t i o n

We must be innovative, adaptable, and flexible



t r u s t w o r t h i n e s s

We realize public service is a public trust



s e r v i c e

We serve soldiers where soldiers serve



u n d e r s t a n d i n g

We understand and appreciate the soldier



m a n a g e m e n t

We are constantly improving business practices



t e a m w o r k

We are a team with soldiers — and all our customers



p e o p l e

We value all our people and their diversity



q u a l i t y

We expect and provide quality in all we do



it's about values

values

it's about goals

A M C s t r a t e g i c g o a l s

Strategy is articulated through the development of the Strategic Goals. A Strategic Goal takes the vision and links to the *strategy* to achieve the vision. These Strategic Goals are the verbalization of *how* we are going to achieve our vision, at the same time recognizing the unique key success factors. Strategic Goals will serve as the bedrock for MSC Missions.

Strategic Goal Owners. The owners, shown after each goal, publish the guidance, initiate coordination between AMC staffs and subordinate commands and agencies, and have overall responsibility for program implementation. They establish broad metrics; monitor program implementation; provide additional guidance and direction as needed; and have overall responsibility for budget preparation, defense, and execution.

The U.S. Army Materiel Command has identified the following eight Strategic Goals as instrumental to AMC's and the Army's successful transformation outlined in the Army Vision:





Goal 1: Be the sole logistics provider for the near term readiness and sustainment of today's Army and developer of those RD&A efforts to improve future readiness.

Goal Owner: Deputy Commanding General, AMC.

The end state for this goal is the establishment of an integrated Army logistics business process, with AMC as the primary logistics business agent, maintaining near term materiel readiness and supporting future readiness through research and development, acquisition, contracting, fielding, and sustainment of Army systems and equipment.



Goal 2: Be the Army's logistics chain manager in support of Army Transformation.

Goal Owner: Deputy Commanding General, AMC.

The end state of this goal is the establishment of an integrated business environment supported by an integrated data environment to manage and fully integrate the Army's logistics chain, including science and technology, research and development, contracting, systems acquisition, supply, and maintenance.



Goal 3: Build and sustain customer confidence that warfighting requirements will be met in a responsive, agile, and cost effective manner.

Goal Owner: Deputy Commanding General, AMC.

The end state of this goal is for AMC to be recognized as the Army's premier provider of reliable, dependable, on-time, and efficient logistics support.

Goal 4: Build a uniform, consistent Corporate structure and supporting business processes.

Goal Owner: Deputy Commanding General, AMC.

The end state of this goal is an interdependent organization with rigorous functional, horizontal, and vertical business process integration, capable of providing the most effective and cost efficient support for the Army across the full spectrum of operations.

Goal 5: Develop the workforce of the future.

Goal Owner: Chief of Staff, AMC.

The end state of this goal is an Army Materiel Command comprised of military and civilian leaders and associates who are diverse, highly trained, multidisciplinary and multifunctional, and supported by a development and training process to maintain excellence in our core mission areas.





Goal 6: Rightsize and modernize facilities and organizations.

Goal Owner: Chief of Staff, AMC.

The end state of this goal is a Major Army Command, consisting of interdependent headquarters and subordinate elements; interacting through integrated business processes; supported by modernized, mission-responsive, environmentally and family friendly installations; and sized to meet Army requirements.



Goal 7: Build a resource allocation process which integrates mission and business operations.

Goal Owner: Deputy Commanding General, AMC.

The end state of this goal is a resource allocation process that efficiently supports AMC, the Army's Business Center; that is open, understandable, comprehensive, and credible; and that is capable of identifying requirements and prioritizing and allocating resources.



Goal 8: Educate our customers, shareholders and stakeholders on AMC through a strategic communications plan.

Goal Owner: Chief of Staff, AMC.

The end state of this goal is a united command, speaking with one voice, that clearly articulates our complex missions and capabilities to our customers, shareholders, and stakeholders.



it's about objectives

c o m m a n d o b j e c t i v e s

- Develop, publish and implement guidance for Corporate management and business operations and processes that facilitate the integrated management of AMC operations in resource management, logistics, ammunition, research and development, acquisition, and contracting.
- Develop and implement processes and procedures to monitor and manage readiness at the fleet and major command level to facilitate the deployment, employment and sustainment of forces in any contingency or operational mission across the spectrum of operations.
- Develop and implement processes to improve Corporate level management of the AMC Core Mission activities: logistics, acquisition/contracting, ammunition, and research and development.
- Develop and implement a process to assess and facilitate Corporate level management of Single Stock Fund and the National Maintenance Program implementation across the Army.





- Develop and implement procedures to manage and influence AMC support of the Army Transformation Campaign Plan.
- Develop and implement a plan to improve industrial base management in AMC with emphasis on development of a Corporate Industrial Base Management Plan, major industrial sector analyses and specific Recapitalization Programs.
- Develop and implement an Enterprise Resource Planning (ERP) based process to achieve an integrated business environment connected and supported by an integrated data environment to modernize legacy information systems, provide interoperability of information technology, integrate stovepipe users and standardize the Army's information technology infrastructure.



- Develop and implement an AMC Corporate science and technology capability which integrates all organizations and disciplines in support of the Army Transformation.
- Develop and implement a coordinated Corporate plan to ensure the widest understanding of the mission and capabilities of AMC in support of the Army.



- Develop and implement processes to rapidly acquire and field the best technology to transform the Army and enhance survivability, lethality, deployability and affordability throughout the materiel life cycle.
- Develop and support a process that presents an AMC “Face to the Field” that integrates all logistics providers and is attentive and responsive to soldiers’ and supported units’ readiness requirements.



- Develop and implement a process to ensure the timely transition of technology to materiel developers and transition materiel in development to life cycle sustainers.



- Develop and implement improved contracting processes to capitalize on AMC’s core mission capability in support of contract operations across the Army.
- Develop and implement a process to improve human resource management and ensure future AMC leaders, managers, and associates have the skill sets required for integrated management of the AMC mission.

it's about you

This Strategic Plan provides the framework that will build the U.S. Army Materiel Command of the future. This is important work, as your efforts will shape the future legacy of the Command. Success will require a total commitment from every leader, manager, and associate throughout the command. Anything less is unacceptable.

Each element of AMC will develop and publish a corresponding Strategic Plan with their own goals, objectives and metrics that are closely aligned to this framework and support AMC's Strategic Goals and Command Objectives.

This is the beginning on the road to a planned approach to the future! A future that will integrate the logistics chain and make AMC the Army's sole logistics provider. A future that will bring forward the technologies to enable the transformation of today's Legacy Force to the Objective Force of tomorrow.

AMC touches every soldier every day. These soldiers – and those to come – are counting on us for the best equipment and support available. The American people *expect* it. Together, we will deliver it.



it's about . . .







www.amc.army.mil